Civil Service Commission

1984/85 Annual Report

Ontario

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Ontario

Office of the
Chairman

The Management
Board of
Cabinet

Frost Building
Queen's Park
Toronto Ontario
416/965-6795

March 31, 1985

THE HONOURABLE
JOHN B. AIRD, OC, QC, LLD
Lieutenant Governor
Province of Ontario
Legislative Building
Queen's Park
Toronto, Ontario
M7A 1A1

MAY IT PLEASE YOUR HONOUR:

For the information of Your Honour and the Legislative Assembly, I have the privilege of presenting the annual report of the Civil Service Commission for the fiscal year ending March 31, 1985.

I respectfully submit the report as attached.

Yours sincerely,

Bette Stephenson, MD
Minister

Ontario

Office of the Chairman

Civil Service Commission

Frost Building South
Queen's Park
Toronto, Ontario
M7A 1Z5
(416) 965-2076

March 31, 1985

THE HONOURABLE
BETTE STEPHENSON, MD
Chairman
Management Board of Cabinet

DR. STEPHENSON:

I have the honour to submit for your approval the annual report of the Civil Service Commission for the 1984 - 85 fiscal year. The report contains detailed information about the many programs and activities undertaken by the Commission.

Ethel M. McLellan
Chairman

Chairman's Message

Ontario

Ethel M. McLellan
Chairman
Civil Service Commission

The preparation of our annual report gives me the opportunity to share with you the Civil Service Commission's activities and achievements for 1984 - 85.

The Commission's mandate is to administer the Public Service Act and to be corporately responsible for personnel matters. Our goal is to provide corporate leadership and direction in human resources management so that the government may achieve its objectives through an effective and committed work force.

In support of our goal, the Commission reorganized early in 1984. We established two new divisions: Staff Relations and Compensation Division and the Human Resources Division. The Staff Relations and Compensation Division includes the Staff Relations, Benefits, and Pay and Classification branches. These branches continue to provide services integral to our role and responsibilities. The Human Resources Division provides a clear focus and co-ordinated leadership to human resources management in the Ontario Public Service through its Recruitment and Staff Development branches and the Office of Senior Appointments and Compensation. We feel confident in our ability to respond to and co-ordinate the human resources issues and opportunities.

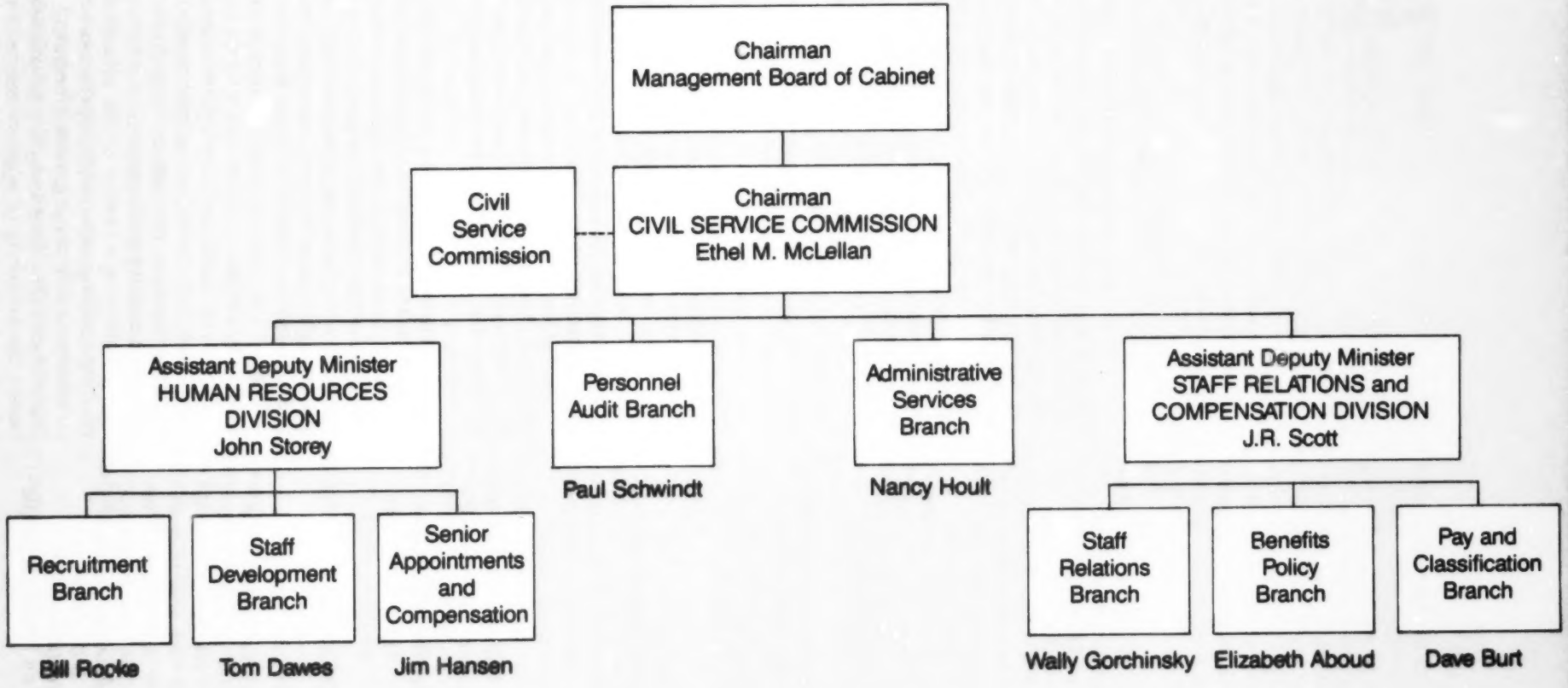
This year has been a busy one. I hope the annual report captures the highlights of our activity. I would like to thank each and every one of the committed and hard working Civil Service Commission staff for making 1984 - 85 a successful and productive year.

THE CIVIL SERVICE COMMISSION

The Civil Service Commission comprises a full-time chairman and six part-time commissioners who are appointed by the Lieutenant Governor in Council from both the public and private sectors. Through its chairman, the Commission is responsible to and provides advice to the Chairman of the Management Board of Cabinet on all personnel matters in the Ontario Public Service.

The Chairman of the Commission is the deputy minister for the staff of the Commission whose role is to develop personnel policies, procedures and guidelines which will enable ministries to carry out their operating responsibilities.

Chairman Management Board of Cabinet	The Honourable Bette Stephenson, MD (From Feb. 8, 1985)
	The Honourable George R. McCague (until Feb. 8, 1985)
Civil Service Commission Chairman	Ethel M. McLellan
Commissioners	Thomas E. Armstrong, QC Deputy Minister of Labour
	Robert D. Carman Secretary, Management Board of Cabinet (until Feb. 11, 1985)
	Harold F. Gilbert Deputy Minister of Transportation and Communications
	Robert M. McDonald Deputy Minister of Community and Social Services
	John R. Sloan Secretary, Management Board of Cabinet (from March 11, 1985)
	Lindsay K. Shaddy, LLB Private sector appointment
	Glenn R. Thompson Deputy Minister of Government Services
Secretary to the Commission	Cynthia Bedborough



Civil Service Commission
Organization Chart
March 31, 1985

Human Resources Division

Ontario

"This division provides creative leadership within the Ontario Public Service in the areas of corporate human resources planning and management, executive recruitment development and deployment, plus the implementation of innovative program changes in response to social, economic and technological changes.

During the last few months we have given particular attention to the recommendations proposed in A Study of Management and Accountability in the Government of Ontario. A number of programs will be initiated in response to this report.

Our programs are executed through three branches: Recruitment, Senior Appointments and Compensation, and Staff Development. The following information highlights the activities of these branches in 1984."

John Storey
Assistant Deputy Minister

RECRUITMENT BRANCH

This branch is responsible for developing, implementing and evaluating corporate recruitment, selection and placement policies, programs and services for ministries and designated agencies of the Ontario Government, to facilitate the employment of qualified staff.

POLICY SECTION

The section develops and monitors the application of staffing policies as well as provides advice, interpretations and assistance to ministries that conduct their own recruitment and selection activities under delegated authority. By monitoring ministry staffing activities, the section can provide information for decisions made at both ministry and corporate levels. The section also undertakes policy-related projects to improve and streamline the staffing process.

Ongoing organizational and program changes throughout the Ontario Public Service (OPS) resulted in significant numbers of surplus employees. To respond to this crucial situation the branch established a separate Relocation Unit within the policy section to concentrate on placing surplus staff. The unit's goal is to develop strategies to facilitate placement, to assist ministries and employees in planning and preparing for change, and to centrally coordinate the placement program.

With the co-operation of the ministries, the Commission was able to place 86.4% of the surplus employees. This was a 7 per cent increase from last year's placement rate.

The computerization of surplus staff data substantially reduced processing time, thereby allowing the Commission to expand program administration to the entire province.

The unit made significant progress in developing a relocation assistance program to assist ministries and employees in planning for possible surplus situations.

During 1984 - 85 the section also improved its monitoring capabilities by developing a micro-computer application which analyses information on recruitment activity within the OPS.

As a result of human resources planning initiatives, the section has been investigating the need for revised policies on secondment and career rotation to enhance opportunities for career development and provide flexibility in the management of human resources. The section also has initiated a study to examine strategies that provide greater opportunities for employing youth.

Policy staff participated on an internal task force that studied the administrative and computer systems required to implement the part-time employment project.

Following a review of the effects of existing staffing constraints, certain restrictions on advertising were lifted in September 1984. However, the Commission retained the authority to approve requests to advertise in the external media.

TRAINING SECTION

This section provides technical and skill-building instruction on the staffing process and its application to personnel administrators and program managers. The section also provides tailored workshops to ministry staff.

New directions for the activities of the training section were set in the following areas.

. In co-operation with the Policy Section, a symposium on staffing in the OPS brought practitioners and experts in the field together to raise and discuss issues that will impact upon the staffing process.

. Together with the Planning and New Programs Section of the Staff Development Branch, the section co-ordinated a workshop on human resources planning, focusing on issues identified by personnel administrators in the ministries.

. At the invitation of the Ontario Police College, the section presented a four-day selection process workshop targetted for personnel administrators from local and regional police forces.

. The staffing workshop for line managers was adapted and presented to an inter-ministerial group in Kingston, for the Liquor Control Board of Ontario and the Office of the Ombudsman.

STAFFING SERVICES SECTION

This section provides staffing services to ministries and to the public. It operates the government's cost-recoverable temporary help service which assists ministries during periods of short-term workload growth, temporary absence of staff, or temporary or experimental programs. The section provides a recruitment information service for the public seeking permanent employment in the OPS and serves as a focal point for general information on employment services available through various ministries. Occasionally, the section conducts job-hunting seminars to assist special needs groups, such as Native Canadians and sole support mothers.

The section also assists ministries in filling permanent entry-level vacancies by maintaining an inventory of competent and job-ready candidates. A special program of assistance in placing persons with a disability or disabilities is provided.

The section provides testing services for clerical, typing and stenographic skills, in both French and English. It also assists Metropolitan Toronto high school business education students to obtain work experience in various ministries. This service familiarizes the students with employment in the business environment. In addition, staffing officers represent the OPS at the various career opportunities presentations sponsored by high schools throughout the province. Students from community colleges seeking two-week field placements in government, as one of their course requirements, are assisted in obtaining job assignments in the OPS.

During the fiscal year of 1984 - 85, more than 15,000 employment inquiries were handled by this section. Staff administered more than 7,700 tests for typing, secretarial and clerical skills. Over 1,100 candidates were referred to 198 competitions at the request of the ministries.

The Recruitment Branch co-ordinated a total of 242 ministry placements of disabled persons last year. In addition, 55 disabled persons participated in temporary work programs in ministries for periods varying from two to 26 weeks to assess and prepare them for regular employment. By the end of March 1985, 16 of the participants in the temporary work program had already found gainful employment; eight were seeking employment; one was unemployable, and ten were undergoing further rehabilitation.

The branch dedicated special facilities for members of the public to practise typing and dicta-typing to assist them in meeting the skill standards for entry into the OPS or firms in the private sector.

Under the government-wide program limiting newspaper advertising to situations where there is an identified scarcity of resources, the ministries made 443 requests for approval to advertise. The branch approved 84 per cent of the requests.

STAFF DEVELOPMENT BRANCH

The branch provides corporate human resources planning and development policies, services and other initiatives which enable Ontario public servants to improve the effectiveness of their service to the public.

PLANNING AND NEW PROGRAMS SECTION

This section is the focal point for the provision of improved approaches to human re-

sources planning and management. Projects, programs and policies are developed to improve service-wide human resources planning and to enhance organization performance, employee job satisfaction and employee-manager relations. The following is a summary of the major areas of accomplishment for the section.

Human Resources Planning: Planning and New Programs supported the ministries in human resources planning through a variety of programs and activities aimed at increasing the skills and knowledge of human resources staff as well as providing them with valuable human resources planning information.

Together, with the Recruitment Branch, the section organized an issues workshop on human resources planning for ministry staffing, staff development and human resources planning managers.

Staff conducted a task analysis of human resources planning, in co-operation with ministry human resources planning staff, to determine the tasks entailed in performing the function, as well as the skills and knowledge required.

Support and advice were provided to a group of ministry human resources planning staff who were forming the Human Resources Planning Group, a network of staff interested in exploring issues in the OPS relating to human resources planning.

The section began work on establishing a human resources planning resource centre, which will contain relevant articles and samples of ministry policies, procedures and materials.

A staff member attended the federal government Public Service Commission's "Human Resources Planning Officer Training Program", with a view to developing training programs for OPS staff.

An occupational group scan was done on probation officers for presentation at their annual conference.

Occupational group scans were distributed during the year throughout the service on seven service-wide groups: purchasing and supply, personnel administration, systems services, financial administration, economics and statistics, program analysis, and communications. A comparison report of the seven groups was distributed to the participants.

Work continued on developing computer programming to track the movement patterns of staff within occupation groups, and to other occupation groups.

The section completed a comprehensive study of issues which could have an impact on retraining of staff within the OPS. Areas examined included: impact on individuals, policy and procedural issues, methods of retraining, forecasting need areas and triggering criteria. Staff also completed a position paper which analysed retraining issues and proposed a strategy for implementing retraining within the government.

Performance Appraisal: Planning and New Programs, having developed the corporate performance appraisal policy in consultation with ministries, continued to promote and monitor its implementation throughout government. During 1984 - 85 the section held two government-wide seminars. The first, directed to line managers and training staff, shared information about the progress made by several ministries as well as addressing challenges faced by some ministries to complete its implementation. The second seminar, designed for senior managers, reviewed successful styles of implementing performance appraisal.

Quality of Working Life: Since the joint signing with the Ontario Public Service Employees Union (OPSEU) of a Statement of Purpose and Shelter Agreement in 1981, Quality of Working Life (QWL) information and exploration sessions have been given by Commission staff, by the union, and jointly by the Ontario Quality of Working Life Centre with the aim of encouraging the adoption of QWL practices in the OPS.

Three official centres are now operating: the Oakridge Unit at the Mental Health Centre, Penetanguishene (since 1981); the Revenue Office, Ministry of Consumer and Commercial Relations (since 1982); and the Rideau Regional Centre for the Developmentally Handicapped, Ministry of Community and Social Services (since September 1984).

Staff Development Summary: This is the third year the Commission has collected, tabulated, graphed and commented on ministry staff development statistics. These statistics highlight patterns of staff development activity, ministry comparisons and differences between male and female participation.

Consultation: During the year, the unit continued to provide consultation and assistance on policy interpretation and application to ministries, agencies, other provinces, and the private sector regarding performance appraisal, staff development policies, human resources planning, quality of working life, employee

orientation, and other human resource management initiatives.

CAREER COUNSELLING

The career counselling program is available to employees who want help in planning their career paths within the OPS. Counselling is done in confidence, usually on a one-to-one basis. While the majority of the counselling sessions take place in Toronto, a considerable number also occur in the various regions of the province. In 1984, over 400 counselling sessions were held in Kingston, London, Thunder Bay, Ottawa and Toronto. Group counselling sessions were provided to two ministries at their request. Presentations on changing or planning a career path also were given at seminars and conferences.

EMPLOYEE ASSISTANCE PROGRAM

In December 1981, the Civil Service Commission, in conjunction with several ministries and OPSEU, inaugurated a Joint Management/Union Employee Assistance Program to assist employees who are experiencing personal problems which, if unresolved, could lead to a deterioration of on-the-job work performance.

Currently, employee assistance programs are operating in five sites located in Toronto, Kingston, Cobourg, and Thunder Bay. Community social service agencies are used at each location to provide the necessary assistance to troubled employees.

STAFF DEVELOPMENT SERVICES

Participation in the training and development programs offered by the section continues to increase. Evaluation of course quality remains high. Two forms of evaluation are used to ensure this quality — immediate evaluation and post-evaluation. In immediate post-course evaluation results, 89 per cent of participants rated the courses as good or excellent. Evaluations completed six months after participation yield a similar high approval rate.

The organizational consulting activity of the section increased along with the number of courses delivered to ministries 'in-house', and the number of courses offered regionally.

With the increasing emphasis on accountability and auditing effectiveness, a major thrust was made in the area of audit training. While video tapes and self-study materials were available to ministries, during 1984 - 85, 167 participants attended training workshops in Value-For-Money Auditing and Auditing Computer Systems.

The Corporate Management Development program, a centrally-funded series of courses for those on the senior manpower inventory, was expanded to 19.

Comparative Training Data

	1983/84		1984/85	
Courses presented	210		238	
Course days	650		723	
Participants	2000	male	2347	male
	2200	female	2231	female
	4200		4578	
Participant days	12,800		13,588	
Consulting days	130		186	
Revenue	$1,369,416		$1,519,860	

FRENCH-LANGUAGE SERVICES

This unit provides French-language training to interested staff members of the OPS, administers an interprovincial cultural program, and co-ordinates Ontario/Quebec civil servant exchanges.

In an effort to improve and facilitate the delivery of its French-language training services, the Commission has re-established its school facility in the Ontario Institute for Studies in Education (OISE) and established a central fund to defray travelling and accommodation costs of Ontario civil servants seconded to the Quebec government.

During 1984 - 85 the Commission reduced tuition fees to help alleviate the financial burden to the ministries.

The unit began analysing course content and developing new teaching materials that respond to today's needs of French-language students.

The culturally-oriented Ontario/Quebec exchange program, involving 100 university students from each province, continued to be popular among both managers and participants.

THE OFFICE OF SENIOR APPOINTMENTS AND COMPENSATION

This office is responsible for the recruitment, compensation, placement and development of executive staff in the OPS.

The senior manpower planning inventory maintained by the Office contains information on the background, academic record, work experience, skills, career aspirations, and potential for advancement of executives and approximately 1,200 other individuals who, in the opinion of their deputy ministers, have the potential to assume executive responsibilities.

The Office also provides secretariat services to the Senior Appointments Advisory Committee (SAAC), which is responsible for advising the chairman of the Civil Service Commission on all matters relating to executive staff in the OPS.

Executive Manpower Management: During the last fiscal year, the section initiated a review of the policies and practices relating to executive manpower planning and development, on the recommendation of SAAC. Three committees, each chaired by a SAAC member, with representation drawn from the senior executive levels of government, were established to examine executive education, the inventory and assessment processes, and the executive staffing process. The committees' reports have been completed. A synopsis of the reports follows.

The Executive Education Review Committee concluded that the existing programs are sound, but it did make a number of specific recommendations that have either been implemented or are being reviewed by the Civil Service Commission.

The Senior Manpower Planning Review Committee concluded that while the system was seen as adequate, improvements could be made. Generally, concern was expressed with the timeliness of the information and the need for deputy ministers and senior management to become more involved in the process of human resource development. The Office of Senior Appointments and Compensation will review the update process and recommend ways of streamlining it.

The Selection Process Review Committee confirmed that the current process is working well and shared some of the concerns raised by the Senior Manpower Planning Review Committee.

Executive Education: Approximately 640 executives and potential executives attended the various courses sponsored or coordinated by the Office of Senior Appointments as part of the executive development program.

In recognition of a grant from BILD, the University of Toronto has provided the OPS with a total of ten tuition-free places in the Executive MBA program, to assist in the development of government executives. Eligible executives and potential executives must be nominated by their deputy ministers and meet stringent requirements before support is granted. Three people were registered in the program for the 1983 - 84 year and three for 1984 - 85. Two more will attend during the 1985 - 86 academic year. The first three candidates will graduate this year.

Executive Staffing: During the 1984 - 85 fiscal year, as a result of competitions, career rotations and waivers for developmental purposes, 104 appointments were made into and within the executive module.

At the end of this fiscal year, there were 73 women executives in the OPS. They represent 11 per cent of the executive population as compared to 3.9% at the end of 1977.

Staff Relations and Compensation Division

Ontario

"This division is concerned with the development of appropriate compensation plans and policies for all public servants other than the executive group. For the majority of these employees, compensation levels are established through collective bargaining. Division staff represent the government at the bargaining table.

The division has three branches - Pay and Classification Branch, Benefits Policy Branch, and Staff Relations Branch. Major activities for 1985 are shown in the branch summaries which follow."

J.R. Scott
Assistant Deputy Minister

BENEFITS POLICY BRANCH

The objective of this branch is two-fold: to ensure the provision of a cost-effective and equitable package of non-salary benefits for public servants; and to provide for the chairmen of the Civil Service Commission and the Management Board of Cabinet, analyses, recommendations and policy options relative to public sector employee pension plans in Ontario.

Within the framework of collective bargaining, the branch is responsible for policies and programs relating to benefits for public servants which include: vacations, holidays, sick leave, severance pay, life and disability insurance, hospital, health and dental insurance and pensions. These policies and programs are based on regular and comprehensive analyses of needs, market trends, financial implications and impact on other employers in the public and private sectors in Ontario.

The branch also co-ordinates issues relating to employee pension plans in the Ontario public sector for the Management Board of Cabinet. It is responsible for: early identification of problems; a consistent approach to problem resolution; and the development of more effective cost control procedures.

During 1984 - 85 the branch was involved in the following activities.

- developing policy recommendations relative to pensions and benefits for part-time and seasonal employees

- developing and implementing benefits plans designed to meet the special needs of specific categories of employees

- reviewing and resolving contentious claims made by employees in regard to the group insurance plans. Reviews are carried out by joint insurance benefit review committees with representation from the bargaining units and the employer. The branch is required to make a formal determination and advise employees of the committees' decisions. This year, employees accepted the committee decisions in all cases and no complaints were filed as ongoing grievances.

The branch also enhanced the benefits training and communications program to ensure that employees gain a better understanding of their entitlements; that ministry personnel and payroll staff are able to administer the benefits program consistently and provide effective financial counselling to employees; and that managers and supervisors are assisted in advising employees on the benefits and services available to them.

PAY AND CLASSIFICATION BRANCH

The branch has the overall responsibility for pay and classification for all non-executive positions in the OPS. This involves developing and publishing all pay structures, systems and policies used by the OPS; developing and maintaining classification standards; developing, maintaining and monitoring classification and position administration systems, together with classifying key jobs and providing special

compensation and compensation training services. These programs are intended to ensure that a cost-effective and equitable pay and classification system is available for service-wide use within the OPS.

The branch has four operational sections: pay policy, classification standards, classification and position administration, and special compensation and training. The following is a brief description of each section and highlights for the fiscal year 1984 - 85.

PAY POLICY SECTION

The section reviews annually the salary ranges of classes excluded from the bargaining unit and recommends, to the Civil Service Commission, salary revisions which allow the provincial government to continue to attract and retain the qualified staff it needs to run its programs. The section also assists the Staff Relations Branch in setting bargaining objectives for salary negotiations with OPSEU and provides advice as requested by that branch during negotiations on working conditions.

The section develops the regulations, policies and procedures required in administering pay transactions, special compensation systems and premium pay to ensure equitable and consistent treatment for provincial government employees. It provides interpretation and advice on the application of pay policies to personnel practitioners in ministries.

Restraints on public sector wages continued in 1984 with the introduction of the Public Sector Prices and Compensation Review Act which extended the restraint period under the Inflation Restraint Act for another year. This act provided for changes in compensation of 0 per cent to 5 per cent for all employee groupings. The restrictions on granting salary increments to those employees earning $35,000 or more, imposed by the Inflation Restraint Act, were lifted but the cost of increments was to be included in the cost of compensation changes. Increases granted were the maximum allowable after deduction of benefits and increment costs.

Student Pay Policy: The section reviewed the pay policy for regular (summer replacement) and co-op (part of a formal education program) students in light of the government's position on restraint and the high rate of youth unemployment. The existing policy provided for students to be paid the equivalent civil service rate; in cases where they were not performing the full job level, they could be 'underfilled' at a lower rate.

The revised policy provides for students to be paid the Ontario minimum wage with provisions for the following exceptions.

Regular students - Ministries have the discretion to pay rates above the minimum wage based on five exemptions. These are written in broad terms to provide ministries with maximum flexibility to meet their unique staffing requirements, such as students working in areas directly related to their academic study or in a remote job location.

Co-op students - There is no flexibility for co-ops because of their unique employment relationship. The policy provides for students to be paid a percentage of the graduate staffing rate relative to the student's work term.

CLASSIFICATION STANDARDS SECTION

During the fiscal year, emphasis in the section focused on developing and maintaining classification standards. These are evaluation standards designed to permit determination of the relative worth of positions within defined job families. The projects included establishing a program to maintain the recently developed

Effective Date	Management group	Number of Employees	Percentage Increase
Jan. 1, 1984	Excluded category	846	4.73
Jan. 1, 1984	Law Enforcement	150	4.89
April 1, 1984 - March 31, 1985	Management compensation plan	12,228	4.23

Management Compensation Plan on a current basis. The components of the program and priorities set were the result of a service-wide review. Implementation plans are now being developed.

In its continuing review of the major bargaining unit categories, the section completed the internal technical work on the standards of groups such as the Office Administration Group, Care and Treatment Group and the Correctional Services Group. The section is currently reviewing 208 classes in the Technical Services Category. A generic plan has been designed which is now being tested to determine whether it can apply to all classes. The work is expected to be substantially complete by March 31, 1987.

While priority has been assigned to major overhaul exercises, staff continued their maintenance projects on a needs basis along with preparing policy/position papers on current issues and problems.

CLASSIFICATION AND POSITION ADMINISTRATION SECTION

The section developed and maintained policies and procedures governing service-wide application and administration of the classification system; developed review mechanisms and measures designed to inform senior management in government about the degree of service-wide conformity to published policy and the effect on costs and cost trends of delegated classification decisions; and prepared policy/-position papers on current issues and problems.

A computerized monitoring program provides the Commission and ministries with reliable information on position administration and classification, thereby assisting ministries in meeting their delegated classification requirements. The information enables ministries and the Commission to set priorities and gauge their response to position administration and classification trends that they perceive to be undesirable.

The Commission had five systems in place and reported regularly to ministries and formally in an annual report on:

- age of position specifications,
- extent of retroactive classification,
- document processing reliability,
- changes in classification levels, and
- status of required authority documents.

A separate classification review program provides a statistically reliable test of the quality of ministry classification decisions. The program is service-wide in scope and also includes selected ministries and occupational groups. Results indicate a minimal and thoroughly acceptable level of variance throughout.

Again, during the fiscal year, the information provided by the branch's computerized monitoring systems and the classification review program indicated that delegated classification and position administration were being carried out by ministries in a responsible manner.

In line with the objective to continue to expand this program, a computerized vacancy monitoring system was introduced at the beginning of the current fiscal year. This system provides a complete range of information on vacant positions and, additionally, includes a statistical reconciliation of vacancy activity during the previous 12-month period. It is envisaged that central agency involvement in such areas as fiscal restraint and relocation of surplus employees will draw heavily on information available from this system.

SPECIAL COMPENSATION AND TRAINING SECTION

The section combines two separate areas of responsibility for special compensation, and training and communications.

Special Compensation provides: advice and consultation in the field of compensation; an advisory service on compensation issues which have cross-divisional/service implications or are required by specialized groups both within and outside the government; and responses to the Management Board of Cabinet on all submissions which have compensation implications. The unit co-ordinates projects and activities which span functional areas or which are cross-divisional such as Regular Part-Time (RPT), Corporate Human Resource Information System (CHRIS), and the voluntary retirement option. It also develops, implements, and/or administers policy in such areas as special severance, special assignment pay, voluntary retirement option and assistants to ministers' policy.

Training and Communications provides an ongoing compensation training program for personnel administrators which consists of three modules:

Module		
I	-	Bargaining Unit Classification
II	-	Management Compensation Plan
III	-	Classification Grievance Course

Due to the continuing demand for the compensation training program, all courses were offered twice this fiscal year.

Statistics 1984/85

Module	Number of Participants
I	24
II	Part I - 32
	Part II - 31
III	20

Total Number of Participants: 107
Number of Participating Ministries: 15

Training and Communications also offers training packages for line managers in job description writing and classification grievances, provides 'train the trainer' sessions for personnel administrators and offers assistance and advice to ministries planning to train managers in the compensation area. Special workshops are also provided as a means of communicating the compensation systems to all employees of the OPS.

STAFF RELATIONS BRANCH

This branch, comprising two sections, Staff Relations and Pay Research, is responsible for developing and maintaining policies governing relations between the employer and bargaining agents representing employees in the OPS.

On behalf of the Management Board of Cabinet, the branch negotiates agreements covering terms and conditions of employment and represents the Board with respect to employee relations issues arising during the term of these agreements.

It provides advice, guidance and direct assistance, as required, to ministry management in processing grievances and handling ministry employee relations matters, including health and safety. It acts in an advisory capacity to agencies, boards and commissions covered by the Crown Employees Collective Bargaining Act (CECBA) with respect to their collective bargaining and labour relations activities.

The branch serves as co-ordinator for employer appearances before the Ontario Public Service Labour Relations Tribunal, the Ontario Crown Employees Grievance Settlement Board, the Public Service Grievance Board, and the Classification Rating Committee.

Under the Ontario Public Service Act, the branch negotiates collective agreements covering wages, working conditions and employee benefits for non-commissioned ranks of the Ontario Provincial Police. The branch also is responsible for the collection, analysis and maintenance of data on external rates of pay, conditions of employment and related matters required in support of collective bargaining and pay determination activities, and the dissemination of compensation information to other public and private sector employees.

During the 1984 - 85 fiscal year the branch represented the employer at arbitration hearings to renew collective agreements which expired Dec. 31, 1983 with respect to wages and wage-related matters. It negotiated for renewal of the resulting collective agreements which expired Dec. 31, 1984, for all bargaining unit categories which includes the Administrative Services, Clerical Services, Correctional Services, General Operational Services, Institutional Care Services, Maintenance Services, Office Services, Scientific and Professional Services, Technical Services and Law Enforcement (Ontario Police College) categories.

The branch also represented the employer at arbitration hearings to renew the collective agreement regarding working conditions and employee benefits which expired Dec. 31, 1983, and covers approximately 52,000 public servants.

Negotiations of the collective agreement for 1985 with the Ontario Provincial Police Association continued, along with negotiations, of the job evaluation and classification system for the bargaining unit.

The branch continued to review new and revised positions with respect to exclusions from and inclusion in the bargaining unit, in accordance with the criteria outlined in CECBA.

Staff co-ordinated grievance hearings before the Grievance Settlement Board and expedited grievance cases prior to formal board hearings.

In its consultative role, the branch provided advice to other divisions and branches in the Civil Service Commission and the Management Board Secretariat concerning employee relations implications of new and/or revised personnel policies and procedures, along with advice and guidance to ministries, agencies, boards and commissions on the interpretation and administration of collective agreements, the negotiation of agreements, and the application of labour relations legislation.

Staff conducted a variety of conferences, seminars and workshops to train and instruct line managers and personnel practitioners in labour relations matters.

Market surveys and studies were carried out to obtain data on occupational rates of pay and related compensation policies and practices.

Staff prepared reports on comparative market data and other information required for scheduled negotiations and compensation reviews and the provision of support services during the subsequent negotiations.

They exchanged compensation information with other public and private sector employers in the province, the federal government and the other provincial governments, and prepared and disseminated statistics and other information on OPS compensation and collective bargaining activities.

Within the organizational structure of the Civil Service Commission two branches report directly to the chairman. The following is a summary of their functions and their activities for 1984 - 85.

PERSONNEL AUDIT BRANCH

The Personnel Audit Branch reviews the application of corporate personnel policies and procedures on a service-wide basis. It has three principal responsibilities: to identify and evaluate ministry and service-wide patterns of compliance and non-compliance as a basis for corrective action by ministries; to identify potential for improvement in the personnel systems examined as a basis for change by the Commission; and to communicate findings, suggestions and recommendations in a manner that will encourage and support appropriate corrective/constructive actions by ministries and the Commission.

Because of the size of the OPS and the scope of its corporate personnel system, all audits are based on a sampling of ministries and of policies/procedures.

During the fiscal year the branch conducted audits in 14 ministries with respect to six personnel sub-systems such as recruitment, staff development, and benefits administration.

ADMINISTRATIVE SERVICES BRANCH

As a central support service, the administrative services branch has a two-fold purpose: to provide support services to the internal operations of the Commission and to provide selected corporate services to the Ontario government.

The branch's internal support functions include personnel, financial and office services, word processing and computer services. In addition, the branch publishes and distributes all revisions to those volumes of the Ontario government's manual of administration concerning corporate personnel policies and procedures. It provides administrative support to the chairman and commissioners of the Civil Service Commission and provides liaison between the Commission and the Management Board Secretariat.

This branch's corporate services include employee volunteer programs, co-ordination of chaplaincy services, and the publication of two OPS employee tabloid newspapers.

COMMUNICATIONS

This section provides services to both the staff of the Commission and the general OPS through its publication of topical, a bi-weekly tabloid newspaper that informs employees about government policies, programs and employees, as well as job mart, a publication that advertises job vacancies in the Ontario government; it appears as a section of topical every second week. These two papers are distributed to all civil servants throughout the province. Currently four special issues are mailed to OPS pensioners each year. In addition, the section places Ontario government personnel advertising in the external media.

CHAPLAINCY SERVICES

This section ensures that there is an adequate supply of trained clergy available to government institutions for chaplaincy positions and that the chaplaincy service provided is co-ordinated and in keeping with existing government standards and policies. The chaplains on staff in a number of ministries provide pastoral care to inmates and residents in institutions of

the ministries of Correctional Services, Health, and Community and Social Services. The chaplaincy co-ordinator acts as the focus for liaison between these ministries and the Ontario Provincial Interfaith Committee on Chaplaincy.

The new concept of regional co-ordinators of pastoral services, focusing on increasing community involvement, is given direction from this section. The function of the regional co-ordinator is to enlist, train and co-ordinate the work of the community churches related to present and former residents of provincial institutions. At this time, there are nine regional co-ordinators and one overall provincial co-ordinator.

EMPLOYEE VOLUNTEER PROGRAMS

Fund-raising campaigns: This section provides co-ordination of the United Way and Federated Health campaigns undertaken by government employees annually throughout Ontario. During the 1984 United Way campaign $1,580,389 was collected through 32 regions and over $408,000 was raised in support of Federated Health.

Quarter Century Club: This section also provides administrative services to the Quarter Century Club, whose members have 25 years of continuous service as civil servants with the Ontario government.

Blood Donor Clinics: Employee Volunteer Programs co-ordinated six blood donor clinics at Queen's Park, resulting in the collection of 1,500 units of blood.

Ontario Public Service Statistics

Ontario

STATISTICAL REPORTS

This section provides detailed statistical information on the distribution of staff in the Ontario Public Service.

The first report, titled "Total Staff Strength - Ontario Public Service", presents an overview of classified, unclassified and Crown employees paid out of the Salaries and Wages Account of the voted estimates for ministries across the Ontario government.

The following reports represent statistical distributions of civil servants (i.e. staff in the classified service as defined in the Public Service Act) within a number of various categories.

HIGHLIGHTS

Population:

- Decrease in total staff strength in the Ontario Public Service from 81,396 as of March 31, 1983 to 80,131 on March 31, 1985 (i.e. decrease of 1,265 or 1.6% over the last two years)
- Decrease in the total number of civil servants from 69,112 on March 31, 1983 to 67,845 on March 31, 1985 (i.e. decrease of 1,267 or 1.8% over the last two years)

Age:

- Aging of civil service, based on decrease for those under 25 from 5.6% to 4.2%, and those between 25 - 34 from 28.9% to 27.2%, compared with increases for those between 35 and 44 from 27.7% to 30.9% and those 45 - 54 from 20.6% to 21.4% over the last two years.

Male/Female Ratio:

- Percentage of males in the total service has declined from 58.2% to 57.5% from 1983 to 1985.
- Percentage of females over the last two years has increased from 41.8% to 42.5%.

Appointments:

- Number of appointments within the classified service increased from a level of 11,959 during 1982/83 to 12,855 in 1984/85 (i.e. an increase of 895 or 7.5%), despite a decline during 1983/84 down to 11,473
- Number of appointments to the classified service declined by 23.9%, from 4,053 in 1982/83 to 3,084 in 1983/84, but increased by 26.2% to 3,891 in 1984/85

Separations:

- Separations from the classified service increased by 19.3% from 3,862 in 1982/83 to 4,608 in 1983/84, but decreased by 19.2% down to 3,725 in 1984/85.

TOTAL STAFF STRENGTH* - ONTARIO PUBLIC SERVICE

		CLASSIFIED	UNCLASSIFIED	CROWN	TOTAL
1983	March	67,201	12,644	1,551	81,396
	April	67,139	13,462	1,558	82,159
	May	67,076	19,764	1,560	88,400
	June	67,014	22,700	1,566	91,280
	July	66,803	26,638	1,575	95,016
	August	66,725	25,689	1,567	93,981
	September	66,609	15,432	1,504	83,545
	October	66,508	13,950	1,476	81,934
	November	66,412	13,292	1,506	81,210
	December	66,192	12,763	1,495	80,450
1984	January	65,683	13,014	1,492	80,189
	February	65,624	13,236	1,482	80,342
	March	65,668	13,238	1,489	80,395
	April	65,723	13,413	1,497	80,633
	May	65,685	19,859	1,505	87,049
	June	65,643	22,789	1,500	89,932
	July	65,591	26,712	1,506	93,809
	August	65,488	26,451	1,501	93,440
	September	65,431	19,551	1,459	86,441
	October	65,446	14,700	1,462	81,608
	November	65,533	13,861	1,456	80,850
	December	65,514	13,086	1,452	80,052
1985	January	65,559	13,294	1,450	80,303
	February	65,632	13,458	1,447	80,537
	March	65,700	12,977	1,454	80,131

*Includes OPP and Security Guard and Environment Plant Operator classified staff and Environment Plant Operator unclassified staff; excludes Lieutenant Governor, Provincial Auditor, Ombudsman, Legislative Assembly, and BILD Job Creation unclassified staff.

NOTE: Employees who are receiving Long Term Income Protection are not counted in the above statistics but are reflected in the following statistical tables.

CLASSIFIED SERVICE BY MINISTRY

	March 31, 1983	March 31, 1984	March 31, 1985
Agriculture & Food	1,500	1,498	1,541
Attorney General	3,234	3,202	3,258
Cabinet Office	30	31	29
Citizenship & Culture	575	534	551
Colleges & Universities	562	506	499
Community & Social Services	10,440	10,061	9,727
Consumer & Commercial Relations	1,740	1,731	1,767
Correctional Services	4,938	4,993	5,192
Education	1,488	1,459	1,470
Energy	183	175	177
Environment	2,110	2,070	2,098
Government Services	2,841	2,811	2,850
Health	10,941	10,806	10,915
Industry & Trade	397	415	424
Intergovernmental Affairs	62	68	77
Justice Policy Secretariat	15	14	13
Labour	1,453	1,441	1,441
Lieutenant Governor's Office	4	4	4
Management Board of Cabinet	254	254	273
Municipal Affairs & Housing	1,195	1,141	1,156
Natural Resources	4,232	3,997	3,959
Niagara Escarpment Commission	2	3	2
Northern Affairs	161	159	165
Office of the Premier	47	45	43
Office of the Deputy Premier			41
Ontario Development Corporation	157	154	154
Ontario Place Corporation	57	55	55
Resources Policy Secretariat	15	15	16
Revenue	3,868	3,916	3,893
Social Policy Secretariat	44	43	41
Solicitor General	5,909	5,885	6,038
Tourism & Recreation	497	485	487
Transportation & Communications	9,773	9,278	9,111
Treasury & Economics	388	380	378
TOTAL	69,112	67,629	67,845

NOTE 1: Provincial Auditor, Office of the Ombudsman, and Legislative Assembly are not reported as they do not employ civil servants.

NOTE 2: The OPP uniformed staff are included in the figures for the Solicitor General and consist of the following: 4,220 as of March 31, 1983; 4,209 as of March 31, 1984; and 4,354 as of March 31, 1985.

NOTE 3: For statistical purposes, the Office of the Deputy Premier is considered a ministry effective April 1, 1984.

CLASSIFIED SERVICE BY AGE INTERVAL AND STAFF TYPE

A. By Age Intervals

	March 31, 1983	March 31, 1984	March 31, 1985
Under 25	3,843	3,230	2,864
25 - 34	19,954	19,053	18,423
35 - 44	19,134	19,975	20,982
45 - 54	14,217	14,323	14,492
55 - 64	11,844	10,946	10,967
65 and over	120	102	117
TOTAL	69,112	67,629	67,845

B. By Staff Type

	March 31, 1983	March 31, 1984	March 31, 1985
Regular	65,012	64,474	63,871
Probationary	4,052	3,118	3,941
Overage	48	37	33
TOTAL	69,112	67,629	67,845

CLASSIFIED SERVICE BY SEX AND SALARY INTERVALS

C. By Sex

	March 31, 1983	March 31, 1984	March 31, 1985
Males	40,212	39,074	38,981
Females	28,900	28,555	28,864
TOTAL	69,112	67,629	67,845

D. By Salary Intervals

	March 31, 1983	March 31, 1984	March 31, 1985
Under $ 15,000	1,668	808	603
15,000 - 19,999	26,389	17,858	10,562
20,000 - 24,999	15,480	19,533	21,472
25,000 - 29,999	12,772	11,894	14,409
30,000 - 34,999	5,280	8,524	9,498
35,000 - 39,999	3,147	3,905	4,632
40,000 - 44,999	1,992	2,263	2,829
45,000 and over	2,384	2,844	3,840
TOTAL	69,112	67,629	67,845

CLASSIFIED SERVICE BY YEAR OF APPOINTMENT

E. Year of Appointment

	March 31, 1983	March 31, 1984	March 31, 1985
1985	-	-	913 *
1984	-	674 *	3,497
1983	399 *	2,649	2,413
1982	4,287	3,892	3,607
1981	4,249	3,963	3,710
1980	4,330	4,081	3,844
1979	3,786	3,615	3,393
1978	3,855	3,667	3,502
1977	3,053	2,930	2,798
1976	2,616	2,496	2,371
1975 and before	42,537	39,662	37,797
TOTAL	69,112	67,629	67,845

* Represents the first quarter of the calendar year

CLASSIFIED SERVICE BY AGE AND SALARY GROUPS

AS OF MARCH 31, 1985

A. By Age and Salary Groups

SALARY	UNDER 25	25 - 34	35 - 44	45 - 54	55 - 64	65 AND OVER	TOTAL
Under $ 15,000	15	14	43	119	405	7	603
15,000 - 19,999	1,176	3,184	2,411	1,766	1,997	28	10,562
20,000 - 24,999	1,179	7,058	5,912	4,014	3,281	28	21,472
25,000 - 29,999	470	4,493	4,382	3,000	2,053	11	14,409
30,000 - 34,999	24	2,410	3,782	2,074	1,198	10	9,498
35,000 - 39,999	-	809	1,806	1,339	669	9	4,632
40,000 - 44,999	-	302	1,215	870	436	6	2,829
45,000 and over	-	153	1,431	1,310	928	18	3,840
TOTAL	2,864	18,423	20,982	14,492	10,967	117	67,845
PERCENTAGE	4.2%	27.1%	30.9%	21.4%	16.2%	0.2%	100%

CLASSIFIED SERVICE BY SEX AND SALARY GROUPS

AS OF MARCH 31, 1985

B. By Sex and Salary Groups

	$ UNDER 15,000	$ 15,000 - 19,999	$ 20,000 - 24,999	$ 25,000 - 29,999	$ 30,000 - 34,999	$ 35,000 - 39,999	40,000 - 44,999	45,000 AND OVER	TOTAL $
Males	207	2,223	9,251	10,114	7,672	3,764	2,375	3,375	38,981
Females	396	8,339	12,221	4,295	1,826	868	454	465	28,864
Total Numbers	603	10,562	21,472	14,409	9,498	4,632	2,829	3,840	67,845
Percentage	0.9%	15.6%	31.6%	21.2%	14%	6.8%	4.2%	5.7%	100%

CLASSIFIED SERVICE BY GEOGRAPHIC LOCATION

	March 31, 1983	March 31, 1984	March 31, 1985
EASTERN ONTARIO PLANNING REGION			
FROTENAC	2,398	2,430	2,416
HASTINGS	717	705	708
LANARK	1,468	1,472	1,445
LEEDS & GRENVILLE	1,493	1,335	1,346
LENNOX & ADDINGTON	202	203	206
OTTAWA-CARLETON (R.M.)	1,216	1,170	1,197
PRESCOTT & RUSSELL	209	221	220
PRINCE EDWARD	491	482	469
RENFREW	395	395	385
STORMONT, DUNDAS & GLENGARRY	436	456	460
Subtotal	9,025	8,869	8,852
CENTRAL ONTARIO PLANNING REGION			
BRANT	470	471	460
DUFFERIN	100	43	46
DURHAM (R.M.)	2,844	2,922	2,910
HALDIMAND-NORFOLK (R.M.)	296	303	308
HALIBURTON	81	77	77
HALTON (R.M.)	1,041	939	926
HAMILTON-WENTWORTH (R.M.)	1,973	1,890	1,953
MUSKOKA (R.M.)	839	815	841
NIAGARA (R.M.)	525	557	569
NORTHUMBERLAND	662	666	651
PEEL (R.M.)	1,051	1,117	1,145
PETERBOROUGH	498	527	547
SIMCOE	2,871	2,922	2,946
VICTORIA	256	258	265
WATERLOO (R.M.)	509	518	513
WELLINGTON	1,339	1,292	1,333
YORK (R.M.)	654	480	377
Subtotal	16,009	15,797	15,867
METROPOLITAN TORONTO	26,474	25,998	26,266
TOTAL CENTRAL ONTARIO PLANNING REGION	42,483	41,795	42,133

CLASSIFIED SERVICE BY GEOGRAPHIC LOCATION

(continued)

	March 31, 1983	March 31, 1984	March 31, 1985
SOUTHWESTERN ONTARIO PLANNING REGION			
BRUCE	203	151	151
ELGIN	1,107	1,030	938
ESSEX	589	620	620
GREY	418	423	406
HURON	396	245	232
KENT	1,304	1,334	1,278
LAMBTON	308	291	281
MIDDLESEX	3,139	2,954	3,035
OXFORD	870	943	944
PERTH	229	229	229
Subtotal	8,563	8,220	8,114
NORTHEASTERN ONTARIO PLANNING REGION			
ALGOMA	983	950	929
COCHRANE	991	964	964
MANITOULIN	82	70	70
NIPISSING	1,519	1,517	1,520
PARRY SOUND	262	246	249
SUDBURY (R.M.)	1,148	1,118	1,141
SUDBURY	225	206	200
TIMISKAMING	444	416	418
Subtotal	5,654	5,487	5,491
NORTHWESTERN ONTARIO PLANNING REGION			
KENORA	890	835	842
RAINY RIVER	212	200	205
THUNDER BAY	2,264	2,209	2,195
Subtotal	3,366	3,244	3,242
OUTSIDE CANADA	21	14	13
TOTAL ENROLMENT	69,112	67,629	67,845

APPOINTMENTS WITHIN THE CLASSIFIED SERVICE

BY MONTH

MONTH	1982 - 83	1983 - 84	1984 - 85
April	798	768	1,047
May	1,295	781	1,057
June	1,020	811	1,421
July	1,287	1,186	846
August	693	774	1,083
September	1,045	1,134	1,145
October	1,385	923	1,046
November	1,003	998	1,179
December	1,130	844	886
January	780	945	484
February	822	1,135	929
March	701	1,174	1,731
TOTAL	11,959	11,473	12,854

APPOINTMENTS TO THE CLASSIFIED SERVICE

BY MONTH

MONTH	1982 - 83	1983 - 84	1984 - 85
April	336	241	281
May	474	248	265
June	467	230	351
July	560	238	196
August	291	236	304
September	499	318	308
October	529	235	354
November	239	287	392
December	182	193	268
January	139	230	205
February	145	302	398
March	192	326	569
TOTAL	4,053	3,084	3,891

APPOINTMENTS TO AND WITHIN THE CLASSIFIED SERVICE

MONTH	WITHIN THE CLASSIFIED SERVICE	TO THE CLASSIFIED SERVICE	TOTAL
1984			
April	1,047	281	1,328
May	1,057	265	1,322
June	1,421	351	1,772
July	846	196	1,042
August	1,083	304	1,387
September	1,145	308	1,453
October	1,046	354	1,400
November	1,179	392	1,571
December	886	268	1,154
1985			
January	484	205	689
February	929	398	1,327
March	1,731	569	2,300
TOTAL	12,854	3,891	16,745

APPOINTMENTS TO THE CLASSIFIED SERVICE

A. By Age Intervals

	AT APPOINTMENT		
	1982 - 1983	1983 - 1984	1984 - 1985
Under 25	1,169	956	1,121
25 - 34	1,765	1,262	1,620
35 - 44	743	601	771
45 - 54	288	207	283
55 - 64	88	58	96
TOTAL	4,053	3,084	3,891

B. By Salary Intervals

	AT APPOINTMENT		
	1982 - 1983	1983 - 1984	1984 - 1985
Under $ 15,000	553	156	139
15,000 - 19,999	1,903	1,347	1,459
20,000 - 24,999	947	1,073	1,304
25,000 - 29,999	286	258	499
30,000 - 34,999	220	111	222
35,000 - 39,999	63	63	138
40,000 - 44,999	40	37	49
45,000 and over	41	39	81
TOTAL	4,053	3,084	3,891

APPOINTMENTS TO THE CLASSIFIED SERVICE

C. By Source and Sex

	1982 - 83			1983 - 84			1984 - 85		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
New Employees	935	1,161	2,096	354	447	801	638	710	1,348
Re-hires	371	533	904	204	354	558	334	532	866
Unclassified	403	650	1,053	670	1,055	1,725	614	1,063	1,677
TOTAL	1,709	2,344	4,053	1,228	1,856	3,084	1,586	2,305	3,891

SEPARATIONS FROM THE CLASSIFIED SERVICE

A. By Age Intervals

	AT SEPARATION		
1982 - 1983	1983 - 1984	1984 - 1985	
Under 25	339	270	272
25 - 34	1,111	1,120	1,126
35 - 44	522	570	615
45 - 54	323	297	289
55 - 64	861	1,631	711
65 and over	706	720	712
TOTAL	3,862	4,608	3,725

B. By Salary Intervals

	AT SEPARATION		
	1982 - 1983	1983 - 1984	1984 - 1985
Under $ 15,000	312	187	107
15,000 - 19,999	1,674	1,353	1,070
20,000 - 24,999	860	1,387	1,168
25,000 - 29,999	463	696	609
30,000 - 34,999	209	367	276
35,000 - 39,999	135	222	168
40,000 - 44,999	75	153	128
45,000 and over	134	243	199
TOTAL	3,862	4,608	3,725

SEPARATIONS FROM THE CLASSIFIED SERVICE

C. By Years of Classified Service

	AT SEPARATION		
	1982 - 1983	1983 - 1984	1984 - 1985
Less than 1 Year	429	265	224
Less than 2 Years	340	330	225
Less than 3 Years	278	279	289
Less than 4 Years	191	243	291
Less than 5 Years	164	159	208
5 Years and over	2,460	3,332	2,488
TOTAL	3,862	4,608	3,725

NOTE: Service prior to the Appointment to Probationary Staff Date, which was recognized at the time of a takeover (e.g. Ontario Hospital Services Commission), is not included in this table.

SEPARATIONS FROM THE CLASSIFIED SERVICE

D. By Reason and Sex

	1982 - 83			1983 - 84			1984 - 85		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Retired	895	454	1,349	1,505	639	2,144	809	458	1,267
Dismissed	32	5	37	34	6	40	28	7	35
Released	53	97	150	63	96	159	37	48	85
Resigned	656	1,397	2,053	615	1,403	2,018	677	1,449	2,126
Transferred	10	17	27	6	6	12	8	8	16
Death	182	64	246	177	58	235	144	52	196
TOTAL	1,828	2,034	3,862	2,400	2,208	4,608	1,703	2,022	3,725